CAMBRIDGE COLLEGE

**IMPROVING INDIVIDUAL JOB PERFORMANCE**

**INFORMATION LITERACY**

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**CMP 230**

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**Final Paper**

**April 30th, 2012**

In today’s economy, it is critical to get the most productivity from every single employee. Companies must be certain that every employee performs to the best of their ability and delivers significant value to the organization. One major issue businesses now days struggles with, is the challenge of dealing with their staff’s performance reviews. There was a longitude research of more than five hundred managers found that hardly any of them provided their employees with daily information about performance requirements, measurable goals, feedback on their work performance, and rewards for achievement.

The businesses have to implement a popular term that these days for doing things the right way is performance management. Performance management is an organizationwise system through which managers integrate the activities of goal setting, monitoring and evaluating, providing feedback and coaching, and rewarding employees on a continuous basis. This performance management it is recognized by employee review or either appraisal. Some many companies use at least one of the two functions of feedback, which they are instructional and motivational. The instructional supplies when a manager gives out a duty to a specific member of their staff a duty to be completed, and the employee exceeded her or his manager’s expectations, the employee will have a pleasant reward for a hard work. The motivational it can be improved by specific combinations of challenging goals with specific feedback about the results.

A number of factors impact on individual performance and job satisfaction. These are the  
personality, values, attitudes, perceptions, ability and motivation of each employee. These factors are not interdependent in their effect on employee performance and satisfaction. The focus is on optimizing individual performance and job satisfaction which, when appropriately implemented, will translate into improved organizational performance. The implementation of the strategies is crucial to their success. Consequently, issues involved in the change management process are reviewed and areas of concerned addressed.

Managers they have always to look for the proper way of giving feedback to their employees. As is the term is used, feedback it is objective information about individual or collective performance shared with those in a position to improve the situation. It provides a road map to success their performance. Subjective assessments such as, "you are lazy" DO NOT QUALIFY AS AN OBJECTIVE FEEDBACK. But hard data such as units sold, days absent, dollars saved, projects completed, customers satisfied, and quality rejects are all the candidates for objective feedback programs. For the other hand, the traditional top-down feedback programs have given way to some interesting variations in recent years. Two newer approaches, discussed pretty much in this area, are upward feedback and 360 degree feedback.

The upward and 360 degree feedback are working pretty well in companies’ improvements. Aside from breaking away from a strict superior to subordinate feedback loop, these newer approaches are different because they typically involve multiple sources of feedback. Instead of getting feedback from one boss, often during an annual performance appraisal, more and more managers are getting structured feedback from superiors, lower level employees, peers, and even outsiders such as customers. Nontraditional feedback is growing in the popularity for at least several reasons, like, coworkers and lower level employees are said to know more about a manager’s strengths and limitations than the boss. Other one like multiple rater systems are said to make feedback more valid than a single source feedback.

The 360 degree feedback is letting individuals to compare their own perceived performance with behaviorally specific and most of the time anonymous, performance information from their manager, subordinates, and peers is known as 360 degree feedback. Even outsiders may be involved in what is sometimes called full circle feedback. The idea of this strategy is to let the individuals know how their behavior affects others, with the goal of motivating change.

The success of any facet of a business company can almost always be traced back motivated employees. From productivity and profitability hard working and happy employees lead to success as well. Rewards are an ever present and always controversial feature of organizational life. Some employees see their job as the source of a paycheck and little else. Others derive great pleasure from their job and association with coworkers. Even volunteers, who donate their time to charitable organizations, can walk away with rewards in the form of social recognition and pride of having given unselfishly of their time. This area examines key components of organizational reward systems. Including the typical paycheck, the variety and magnitude of organizational rewards boggles the mind from subsidized day care to college tuition reimbursement to stock grants and options like the following ones:

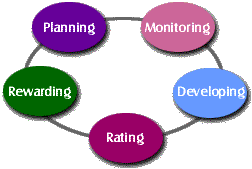
* It is very important as a manager to get to know well every single individual from his or hers staff.
* Find out what can possibly motivate this individual
* Create contests to win sports tickets, electrical devices, scratch tickets
* Every six month paycheck raise
* Tuition reimbursement
* Field trips for the ones who had succeeded their monthly goals
* Public recognition during staff meetings to present the topper motivator with award frames
* Dress down on Fridays and Saturdays

Rewards can also fail the motivation of an employee and the main reason could possibly occur when employees may see others being rewarded for good performance and feel slighted. If the managers motivate wrongly, they might teach their staff to be dishonest. To despite huge investments of time and money for organizational reward systems, the desired motivational effect often is not achieved. These following reasons may apply

* Too much emphasis on monetary rewards
* Rewards lack an “appreciation effect”
* Extensive benefits become entitlements
* Counterproductive behavior is rewarded
* Too long a delay between performance rewards
* Too many one size fits all rewards
* Use of one shot rewards with a short lived motivational impact
* Continue use of demotivating practices such as layoffs, across the board raises and cuts, and excessive executive compensation.

According to Skinner’s operant theory, control behavior in four ways: positive reinforcement, negative reinforcement, punishment, and extinction. If a manager attempts at motivation are flawed, poorly executed or unrealistic, they may lead to increase a turnover. One of the best techniques employers should have in the process of shaping behavior is by controlling the consequences of the behavior. In reinforcement theory a combination of rewards and/or punishments is used to reinforce desired behavior or extinguish unwanted behavior. Reinforcing closer and closer approximates to a target behavior. Shaping works very well with people, when they are sent to training and many quality programs involving continuous Improvements.

In effective organizations, managers and employees have been practicing good performance management naturally all their lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes working together and supporting each other achieve natural, effective performance management.



These are the most important keys managers should keep in mind for a better progress toward those goals is measured and employees get feedback. For effective organizations work is planned out in advanced. Planning means setting performance expectations and goals for groups and individuals and can channel their effort toward achieving organizational objectives. To monitor is when assignments and projects are mentioned continually. This is good to measure performance and provides ongoing feedback to employees and work groups on their progress towards reaching their goal.

Rewarding is when a good performance is recognized without waiting for nominations for formal awards to be solicited. For developing employees needs are evaluated and addressed. The skills to perform through training, giving assignments that introduce new skills or higher levels of responsibilities, improving work processes or other methods. Rating is from time to time, organizations find it useful to summarize employee performance. This can be helpful for looking at and comparing performance overtime or among various employees.

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**VIDEO**

<http://www.youtube.com/watch?v=938TcDEczdk>